

How to Cite:

Asril, A., & Rahyuda, A. G. (2022). The role of job satisfaction mediate on the effect of entrepreneurial leadership on organizational citizenship behavior. *Linguistics and Culture Review*, 6(S1), 904-917. <https://doi.org/10.21744/lingcure.v6nS1.2301>

The Role of Job Satisfaction Mediate on The Effect of Entrepreneurial Leadership on Organizational Citizenship Behavior

Akmil Asril

Faculty of Economics and Business, Udayana University, Denpasar, Indonesia
Email: akmilasril@gmail.com

Agoes Ganesha Rahyuda

Faculty of Economics and Business, Udayana University, Denpasar, Indonesia
Email: agoesgrahyuda@unud.ac.id

Abstract---The purpose of this study was to analyze the effect of entrepreneurial leadership and job satisfaction on organizational citizenship behavior, as well as to analyze the role of job satisfaction mediati the influence of entrepreneurial leadership on organizational citizenship behavior. The population in this study were employees of PT. BPR Lestari Bali totaled 409 people. The sample in this study were 124 respondents. This research uses PLS (Partial Least Square) analysis technique. The results show that entrepreneurial leadership has a positive and significant effect on organizational citizenship behavior. Entrepreneurial leadership has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Job satisfaction as a partial mediation or partial mediation on the influence of entrepreneurial leadership on organizational citizenship behavior, meaning that the independent variable is able to directly influence the dependent variable or indirectly by involving the mediator variable. A leader in a company needs to have a clear vision, be creative, innovative, responsible, and be able to motivate to create positive things for employees by increasing entrepreneurial leadership and job satisfaction so that their organizational citizenship behavior will also increase.

Keywords---entrepreneurial leadership, job satisfaction, organizational citizenship behavior.

Introduction

Human resource management is very important for organizations in managing and utilizing employees so that they can function productively for the achievement of company goals. Human resources in the company need to be managed professionally in order to create a balance between the needs of employees with the demands and capabilities of the company. The existence of professional human resource management arrangements is the base of the company's desire to get employees who have good performance.

The behavior of employees who are willing to do work outside the tasks required of them is a form of OCB (Organizational Citizenship Behavior). OCB is an extra work behavior that is not part of an employee's formal work obligations, but functions to support organizational functions effectively [1]. As behavior outside of the employee's formal work obligations, OCB behavior provides benefits to the organization. Employees who have OCB behavior will make a positive contribution to the organization through the behavior of being willing to do work outside of their job description obligations, in addition, employees also continue to carry out their main job responsibilities.

[2] found that entrepreneurial leadership has an effect on OCB. [3] stated that entrepreneurial leadership focuses on the desire to introduce and increase innovative activities. OCB is related to innovative behavior and proactive behavior [4]. This study supports the opinion of [5] that employees who are satisfied with leadership will speak positively about the organization, help co-workers, and make their performance exceed normal estimates. Moreover, satisfied employees are more obedient to the call of duty, because they want to repeat the positive experience. Entrepreneurial leadership is an important element of an organization that has a greater impact in shaping employee behavior towards organizational outcomes such as OCB. A leader can recognize the importance of OCB in employees and direct them to perform extra role behaviors [6].

Increasing organizational citizenship behavior (OCB) depends on the job satisfaction felt by employees, if employees have good job satisfaction it will have an effect on their performance and OCB behavior in the organization [7]. Job satisfaction will have a positive impact on the company, so job satisfaction is a factor that must be considered by the organization if you want to get maximum work results. This study aims to identify and analyze the effect of entrepreneurial leadership and job satisfaction on organizational citizenship behavior, as well as to analyze the mediating role of job satisfaction in mediating the effect of entrepreneurial leadership on organizational citizenship behavior.

Literature Review and Hypothesis Development

Entrepreneurial leadership style has a positive effect on employee OCB. Employee OCB can be predicted positively and significantly through transactional and transformational entrepreneurial leadership style behavior [8]. Research conducted by [9] says that entrepreneurial leadership has a positive effect on employee OCB. Research conducted by [10] also states that entrepreneurial leadership has a positive effect on OCB. In line with that, entrepreneurial

leadership can also develop Organizational Citizenship Behavior (OCB) among employees by utilizing contingent rewards and considering employee performance to maintain OCB behavior among working employees [11]. Entrepreneurial leadership is an important element of an organization that has a greater impact in shaping employee behavior towards organizational outcomes such as OCB. A leader can recognize the importance of OCB in employees and direct them to perform extra role behaviors [6]. Research conducted by [12] states that entrepreneurial leadership has a positive effect on employee OCB. Previous research has also found that entrepreneurial leadership has a positive effect on employee OCB [2].

H1: Entrepreneurial leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB)

The effect of job satisfaction on OCB of employees obtained results showing that job satisfaction has a positive and significant effect on OCB [13]. This study was also conducted by [14] conducted at the University of Transylvania in Brasov found that an employee who is satisfied with his work will show OCB behavior. Research by [15] conducted at the Cleaning Service at ISS Surabaya stated that job satisfaction has a positive and significant effect on OCB behavior. The better the employee's job satisfaction, the higher the employee's OCB behavior. [16] conducted at the Kedonganan Traditional Village LPD stated that there was a positive and significant influence between job satisfaction and employee OCB. Research conducted by [17] conducted at SMAN 1 Kuta found that there was a positive and significant effect between job satisfaction and OCB. Finally, the results of research by [18] conducted in the Study on Employees of PT. PLN Persero Distribution of Central Java & DIY states that there is a positive and significant influence between job satisfaction and OCB.

H2: Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB).

[19] found that entrepreneurial leadership greatly influences employee job satisfaction at Serang Raya university. [20] also found that entrepreneurial leadership has a positive and significant effect on job satisfaction of agents at PT Sinergi Eka Sejahtera. According to [21] job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. From the above definition it can be concluded that with the motivation created by the leader, an employee will feel at home and satisfied in working in the organization. So to be able to increase employee job satisfaction, good entrepreneurial leadership is needed. Entrepreneurial leadership, at a certain level can also lead to job satisfaction in employees [22]

H3: Entrepreneurial leadership has a positive and significant effect on job satisfaction.

The application of entrepreneurial leadership style can affect employee job satisfaction and job satisfaction will affect OCB behavior. [23] states that job satisfaction plays a role as a mediator of the influence of leadership on OCB. The results of research conducted by [24] revealed that employee job satisfaction mediates the relationship between leadership and employee OCB behavior. Research conducted by [25] on 218 employees at the Marine and Fisheries Research and Human Resources Agency also showed that job satisfaction as an

intervening variable mediates the influence of leadership on Organizational Citizenship Behavior (OCB) positively and significantly. [26] also said that the job satisfaction variable had a positive effect in mediating the influence of leadership on organizational citizenship behavior in employees.

H4: Job satisfaction can mediate the effect of entrepreneurial leadership on Organizational Citizenship Behavior (OCB).

Methods

This study is included in the category of causal associative research because this study aims to examine the mediating role of job satisfaction on the effect of entrepreneurial leadership on organizational citizenship behavior (OCB) at PT. BPR Lestari Bali. The research was conducted online using google form through the HCM (Human Capital Management) of PT. BPR Lestari Bali. This location was chosen because there are problems related to organizational citizenship behavior (OCB). This research was carried out in stages starting from research preparation, initial survey, conducting relevant literature reviews, preparing proposals, proposal seminars, proposal improvement, making research instruments, data collection, data analysis, compiling complete thesis, revising thesis in consultation with thesis supervisors and examinations.

The sample in this study was 124 respondents. Regarding age, it was dominated by respondents aged 21-30 years (75%). Associated with gender is dominated by women which is 105 people (52,4%). The last education was dominated by bachelor degree, namely 115 people (92.7%). The majority of working periods in PT. BPR Lestari are 3-4 years (37.1%).

The instrument used in this research is a questionnaire which contains a list of statements that must be filled out by the respondent related to the variables studied. Questionnaire is a data collection technique using a written list containing a set of closed or open written questions or statements that are submitted directly to the respondent to be answered (Rahyuda, 2004:80). The questionnaire consists of open-ended questions about the identity of the respondents and statements which are indicators of the research variables. The measurement scale used is a Likert Scale 1 to 5, where a value of 1 indicates the size of a strongly disagree statement (STS), a value of 2 indicates the size of a disagreeing statement (TS), a value of 3 indicates a size of a neutral statement (C), a value of 4 indicates a statement agree (S) and value 5 indicate a statement of strongly agree (SS).

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The results of the inner model test can be seen in Figure 1.

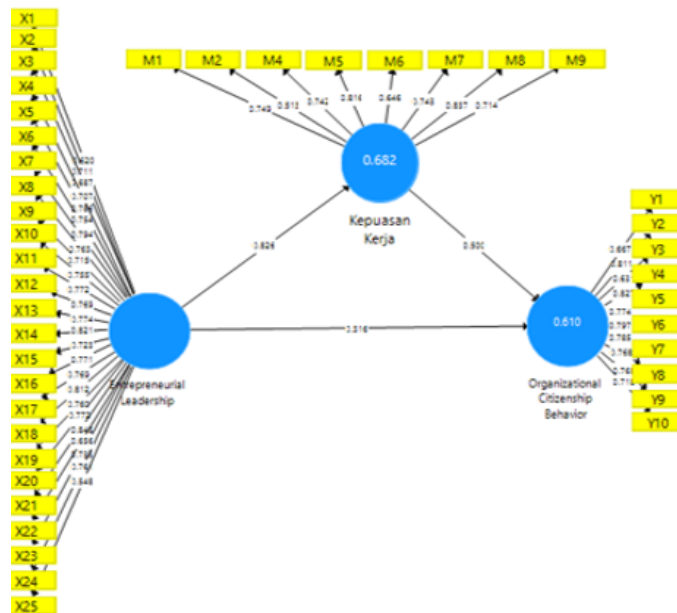


Figure 1. Structure Model

Result and Discussion

Evaluation of Measurement Model or Outer Model

1) Convergent Validity

Validity test is used to measure whether or not a questionnaire is valid. This arrangement was carried out to test whether the research instrument used in this study was appropriate. An instrument is said to be valid if the correlation between the factor score and the total score is positive and the value is more than 0.30 ($r > 0.3$). The results of the validity test can be seen in Table 1.

Table 1. Outer Loading

	Original Sample (O)	T (O/STDEV)	Statistics
M1 <- Job satisfaction	0.750	15.042	
M2 <- Job satisfaction	0.503	5.802	
M3 <- Job satisfaction	0.447	4.744	
M4 <- Job satisfaction	0.731	14.241	
M5 <- Job satisfaction	0.806	18.541	
M6 <- Job satisfaction	0.629	9.273	
M7 <- Job satisfaction	0.744	21.207	
M8 <- Job satisfaction	0.840	34.258	
M9 <- Job satisfaction	0.709	12.841	
M10 <- Job satisfaction	0.498	6.043	
X1 <- Entrepreneurial Leadership	0.621	9.254	
X2 <- Entrepreneurial Leadership	0.712	14.668	
X3 <- Entrepreneurial Leadership	0.687	13.352	

X4 <- Entrepreneurial Leadership	0.708	14.575
X5 <- Entrepreneurial Leadership	0.786	21.348
X6 <- Entrepreneurial Leadership	0.754	16.317
X7 <- Entrepreneurial Leadership	0.794	22.611
X8 <- Entrepreneurial Leadership	0.763	18.185
X9 <- Entrepreneurial Leadership	0.715	13.041
X10 <- Entrepreneurial Leadership	0.755	17.487
X11 <- Entrepreneurial Leadership	0.772	20.547
X12 <- Entrepreneurial Leadership	0.769	23.068
X13 <- Entrepreneurial Leadership	0.774	17.465
X14 <- Entrepreneurial Leadership	0.822	24.711
X15 <- Entrepreneurial Leadership	0.723	16.820
X16 <- Entrepreneurial Leadership	0.770	19.056
X17 <- Entrepreneurial Leadership	0.768	18.236
X18 <- Entrepreneurial Leadership	0.811	24.828
X19 <- Entrepreneurial Leadership	0.760	17.584
X20 <- Entrepreneurial Leadership	0.772	20.849
X21 <- Entrepreneurial Leadership	0.845	33.631
X22 <- Entrepreneurial Leadership	0.656	10.081
X23 <- Entrepreneurial Leadership	0.732	13.325
X24 <- Entrepreneurial Leadership	0.761	14.271
X25 <- Entrepreneurial Leadership	0.548	7.019
Y1 <- Organizational Citizenship Behavior	0.666	11.109
Y2 <- Organizational Citizenship Behavior	0.811	26.954
Y3 <- Organizational Citizenship Behavior	0.631	9.662
Y4 <- Organizational Citizenship Behavior	0.826	25.211
Y5 <- Organizational Citizenship Behavior	0.773	24.520
Y6 <- Organizational Citizenship Behavior	0.796	21.334
Y7 <- Organizational Citizenship Behavior	0.786	17.491
Y8 <- Organizational Citizenship Behavior	0.768	16.110
Y9 <- Organizational Citizenship Behavior	0.770	16.710
Y10 <- Organizational Citizenship Behavior	0.720	12.147

Based on Table 1, it shows that indicators already have an outer loading value of more than 0.7. So it can be concluded that this indicator is a valid indicator.

2) *Discriminant Validity*

Evaluation of the measurement model based on cross loading is used to assess whether the construct has good discriminant validity. Discriminant validity is considered valid if it has a cross loading of each indicator on the relevant variable which has the largest value compared to the cross loading of other latent variables. The results of the cross loading of the five variables are presented in Table 2.

Table 2. Cross Loading Value

	Entrepreneurial Leadership	Job satisfaction	Organizational Citizenship Behavior
M1	0.678	0.749	0.547
M2	0.332	0.513	0.342
M4	0.618	0.742	0.526
M5	0.665	0.816	0.614
M6	0.516	0.646	0.464
M7	0.712	0.743	0.682
M8	0.667	0.837	0.671
M9	0.489	0.714	0.470
X1	0.620	0.585	0.468
X2	0.711	0.621	0.576
X3	0.687	0.506	0.414
X4	0.707	0.555	0.420
X5	0.786	0.643	0.538
X6	0.754	0.574	0.502
X7	0.794	0.625	0.572
X8	0.763	0.582	0.491
X9	0.715	0.513	0.512
X10	0.755	0.640	0.591
X11	0.772	0.645	0.595
X12	0.769	0.651	0.602
X13	0.774	0.634	0.593
X14	0.821	0.637	0.597
X15	0.723	0.569	0.506
X16	0.771	0.629	0.561
X17	0.769	0.601	0.621
X18	0.812	0.699	0.636
X19	0.760	0.651	0.569
X20	0.772	0.670	0.598
X21	0.845	0.709	0.693
X22	0.656	0.594	0.452
X23	0.733	0.642	0.507
X24	0.761	0.652	0.471
X25	0.548	0.488	0.351
Y1	0.487	0.529	0.667
Y2	0.659	0.653	0.811
Y3	0.408	0.400	0.631
Y4	0.623	0.657	0.827
Y5	0.606	0.682	0.774
Y6	0.631	0.653	0.797
Y7	0.543	0.600	0.785
Y8	0.558	0.503	0.768
Y9	0.506	0.534	0.768
Y10	0.403	0.440	0.718

Average Variance Extracted (AVE)

Another model to assess discriminant validity is to compare the square root of the average variance extracted (AVE) for each variable with correlations between variables with other variables in the model. The model has a good discriminant if the average variance extracted (AVE) measurement value is more than 0.50. The results of the discriminant validity test are presented in the model as shown in Table 3.

Table 3. Comparison of Average Extracted Square Root and Latent Variable Correlations

Research Variable	AVE	Correlations		
		Entrepreneurial Leadership (X)	Job satisfaction (M)	Organizational Citizenship Behavior (Y)
Entrepreneurial Leadership (X)	0.556	31.622	0.826	0.729
Job satisfaction (M)	0.527	0.826	31.622	0.761
Organizational Citizenship Behavior (Y)	0.573	0.729	0.761	31.622

Based on Table 3, it can be explained that all variables have an AVE value above 0.50, and the correlation value for each variable is higher than the correlation between variables. These results indicate that the latent variable indicator itself is better than the other latent variable indicators. Based on the results of this analysis, it can be said that the data has good discriminant validity.

Composite Reliability

Construct reliability of the measurement model with reflective indicators can be measured by looking at the composite reliability value and reinforced by Cronbach's alpha value. The value of composite reliability and Cronbach's alpha is good if it has a value > 0.60 (Ghozali, 2016). The following are the results of the instrument reliability research which are presented in Table 4.

Table 4. Composite Reliability

No	Variable	Cronbach's Alpha	Composite Reliability	Explanation
1	Entrepreneurial Leadership	0.966	0.969	Reliable
2	Job satisfaction	0.870	0.898	Reliable
3	Organizational Citizenship Behavior	0.917	0.930	Reliable

Based on Table 4, it shows that both the composite reliability value and the Cronbach's alpha value for all constructs have a value of more than 0.6. Thus, in the research model, each research construct meets good reliability.

1) R-Square

The structural model was evaluated using R-square for the dependent construct and t-test as well as the significance of the coefficients of the structural path parameters.

Table 5. R-square

Construct	R Square
Job Satisfaction	0.682
Organizational Citizenship Behavior	0.61

In table 5 it can be seen that the R-square value of the job satisfaction variable is 0.682. It can be interpreted that 68.2% of the variability of the job satisfaction construct is explained by the entrepreneurial leadership variable, while the remaining 31.8% of the job satisfaction variable is explained by variables outside the model. Likewise, the organizational citizenship behavior variable has an R-Square value of 0.61, meaning that 61% of the variability is explained by entrepreneurial leadership and job satisfaction, while the remaining 39% of organizational citizenship behavior variables is explained by variables outside the model.

2) Hypothesis Test

Hypothesis testing is done using t-statistics and see the p-value. If the t-statistics value $\geq$ t-table value (1.96) or p-value < 0.05 , then H_0 is rejected and the research hypothesis is accepted.

The effect of entrepreneurial leadership on organizational citizenship behavior (OCB)

The path coefficient shows that entrepreneurial leadership has a positive effect on organizational citizenship behavior. This proves that the stronger the entrepreneurial leadership of an organization, the better the organizational citizenship behavior in an organization. From the results of this study, it is evident that entrepreneurial leadership at PT. BPR Lestari Bali is considered strong because based on the description of respondents' answers, all indicators have high scores.

The effect of job satisfaction on organizational citizenship behavior (OCB)

The path coefficient shows that job satisfaction has a positive effect on organizational citizenship behavior. This proves that the higher the job satisfaction of an organization, the better the organizational citizenship behavior in an organization. From the results of this study, it is proven that job satisfaction at PT. BPR Lestari Bali is high because based on the description of respondents' answers, all indicators have high scores.

The effect of entrepreneurial leadership on job satisfaction

The path coefficient shows that entrepreneurial leadership has a positive effect on job satisfaction. This proves that the stronger the entrepreneurial leadership of an

organization, the higher the job satisfaction in an organization. From the results of this study, it is evident that entrepreneurial leadership at PT. BPR Lestari Bali is considered strong because based on the description of respondents' answers, all indicators have high scores.

Job satisfaction mediates the effect of entrepreneurial leadership on organizational citizenship behavior (OCB)

The addition of job satisfaction as a mediating variable has a different effect on the direct relationship of entrepreneurial leadership to organizational citizenship behavior. Testing the mediating variable of job satisfaction is done by calculating the value of Variance Accounted For (VAF). Based on the results of the calculation of the VAF value, it shows that the job satisfaction variable has a mediating role between entrepreneurial leadership and organizational citizenship behavior, so the hypothesis which states that job satisfaction acts as a mediating relationship between entrepreneurial leadership and organizational citizenship behavior is proven. Based on the results of the analysis that has been described, it shows that job satisfaction mediates the relationship between entrepreneurial leadership and organizational citizenship behavior (OCB). The application of entrepreneurial leadership style can affect employee job satisfaction and job satisfaction will affect OCB behavior.

Herzberg's two-factor theory makes an important contribution to companies in improving employee organizational citizenship behavior. Herzberg's theory sees that there are two factors that encourage employees to be motivated, namely intrinsic factors, the driving force that arises from within each person, and extrinsic factors, the driving force that comes from outside a person, especially from the organization or company and the leader where he works. So employees who are intrinsically motivated will be satisfied with their work. Satisfaction here is not primarily associated with the acquisition of material things, such as job satisfaction indicators used in this study, namely working conditions, administrative systems and company policies and opportunities for growth. Conversely, those who are more driven by extrinsic factors tend to look at what the company or organization and its leaders provide to them, such as giving awards to employees who excel so that it will increase employee job satisfaction. This is in line with the entrepreneurial leadership indicators in this study. A leader must have the ability to motivate, have a clear vision, be innovative, and be achievement-oriented. The entrepreneurial character of leaders in leading will be able to increase employee job satisfaction, so this allows employees to work with a high level of autonomy and does not need to be closely monitored and will work voluntarily and maximally for the progress of the company, in other words, these employees have a high organizational citizenship behavior.

The results of this study have shown that entrepreneurial leadership has a positive and significant effect on organizational citizenship behavior, entrepreneurial leadership has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on organizational citizenship behavior, and job satisfaction as a partial mediation or partial mediation on entrepreneurial influence. leadership on organizational citizenship behavior, meaning that the independent variable is able to directly influence the dependent

variable or indirectly by involving the mediator variable. Job satisfaction as a mediator of the influence of entrepreneurial leadership has a positive effect on organizational citizenship behavior.

Based on the results of the study obtained practical implications, namely this research can be used as input to organizations or companies to pay attention to factors that can improve organizational citizenship behavior, namely entrepreneurial leadership and job satisfaction. A leader in a company needs to have a strong entrepreneurial leadership character in leadership such as a clear vision, dare to take risks, be proactive or set a good example and be able to motivate and create positive things for his employees, as well as increase employee job satisfaction, so that employee organizational citizenship behavior will also increase.

Research Limitations

- 1) The scope of the research only covers the area of Denpasar City which is an economic center area with a high velocity of money as a result of the progress of the tourism and industrial sectors, has a distribution of rural banks with large assets and a wide working area and a large number of employees. So that the results of the study may have differences regarding the perception or level of interpretation of each respondent in other areas with a narrower distribution of work areas and fewer employees.
- 2) This research is only limited to studying entrepreneurial leadership, job satisfaction, and organizational citizenship behavior, so it cannot examine in depth factors outside these variables. Further researchers can use other variables such as workplace spirituality, emotional intelligence, servant leadership and so on to measure the level of organizational citizenship behavior or OCB in a company.

Conclusions

- 1) Entrepreneurial leadership has a positive and significant effect on organizational citizenship behavior. This means that the better the entrepreneurial leadership in a company, the higher the employee's organizational citizenship behavior.
- 2) Entrepreneurial leadership has a positive and significant effect on job satisfaction. This means that the better the entrepreneurial leadership in a company, the higher the job satisfaction of the employee.
- 3) Job satisfaction has a positive and significant effect on organizational citizenship behavior. This means that the higher the employee's job satisfaction, the higher the employee's organizational citizenship behavior.
- 4) Job satisfaction as a partial mediation or partial mediation on the influence of entrepreneurial leadership on organizational citizenship behavior, meaning that the independent variable is able to directly influence the dependent variable or indirectly by involving the mediator variable. This means that the better the entrepreneurial leadership of a company, the higher the job satisfaction of the employee, so that it will improve the organizational citizenship behavior of employees in a company.

Based on the results of the research, analysis, and conclusions above, the following suggestions can be given:

- 1) Leader at PT. BPR Lestari Bali is advised to have a better picture of the business they will be in in the future, encourage employees to be creative in creating new business products, and have more attention in business, so that employees become enthusiastic in carrying out their duties and obligations because they have strong leaders and give example to employees, so that it will increase the value of employee organizational citizenship behavior for the company. The attitude of the leader who has high resistance to work pressure, to be maintained and improved.
- 2) Leader at PT. BPR Lestari Bali should provide opportunities for employees to show their skills, as well as administrative systems and policies made so that all employees can comply with regulations made by the company. The equipment used in work should also be fully facilitated and compensation given in order to provide satisfaction, so that this will increase the value of organizational citizenship behavior for each employee for the progress of the company. Payroll is always on time so that it is always maintained by the company.
- 3) Suggestions of researchers to the leadership at PT. BPR Lestari Bali is so that employees are equipped with the understanding that an employee is very important in building a sense of belonging to a company where they work, so that employees have a sense of responsibility for all activities related to the progress and development of the company. Employees must continue to foster a sense of unity in terms of work where they work, when employees have an attitude of mutual help between co-workers such as wanting to take over or help work colleagues who are unable to work, so that every customer or stakeholder who needs information, services, and cooperation with the company can be served properly and quickly and reliably from every employee who works in the company without having to deal with complex bureaucracy. This will increase the brand and trust as well as a positive image of each stakeholder towards the company.
- 4) Further researchers can use other variables such as workplace spirituality, servant leadership, emotional intelligence and so on to measure the level of organizational citizenship behavior in a company.

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